

# NEWSLETTER

91<sup>st</sup> Edition | July - December 2022



*Guests of Honor and Delegates during the official opening ceremony*

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Dr. George Kojo Scott

### **WHAT IS AAPAM?**

The African Association for Public Administration and Management (AAPAM) is an International Professional Organization that promotes Best Practice, Excellence and Professionalism in Public Administration and Management in Africa through Research, Publications, Training, Seminars, Conferences and Awards.

### **WHO ARE MEMBERS OF AAPAM**

- High level public policy makers, both appointed and elected
- Top administrators in the public service of African Governments
- Top managers in both public and private sectors
- Management Consultants
- Public policy management institutions/ organizations
- Management Development Institutes (MDIs)
- Business School/ Institutions and University
- Representatives of International organizations and the donor community having interest in development issues in Africa
- Academics and Researchers

### **CATEGORIES OF AAPAM MEMBERSHIP**

- AAPAM Membership consists of four categories:
- African Governments
- Corporate Members; institutions, organizations, associations or groups who share similar interests as AAPAM
- Individual Member interested in AAPAM activities
- Students

### **WHAT ARE THE BENEFITS FOR MEMBERS?**

- All paid up members receive the following services and products:
- Free copies of AAPAM publications i.e. a Journal (AJPAM) published bi-annually and a Newsletter
- Copies of report from Annual Roundtable Conferences
- Facilitation of exchange programmes to enable individuals or groups of top public officials and managers to visit other countries in Africa and share learning experiences
- Involvement in accordance with required expertise in the Association's consultancy activities
- Participation in AAPAM activities and programmes like trainings, workshops

### **AAPAM COUNCIL**

All Executive Committee Members  
All Chairpersons of National Chapters

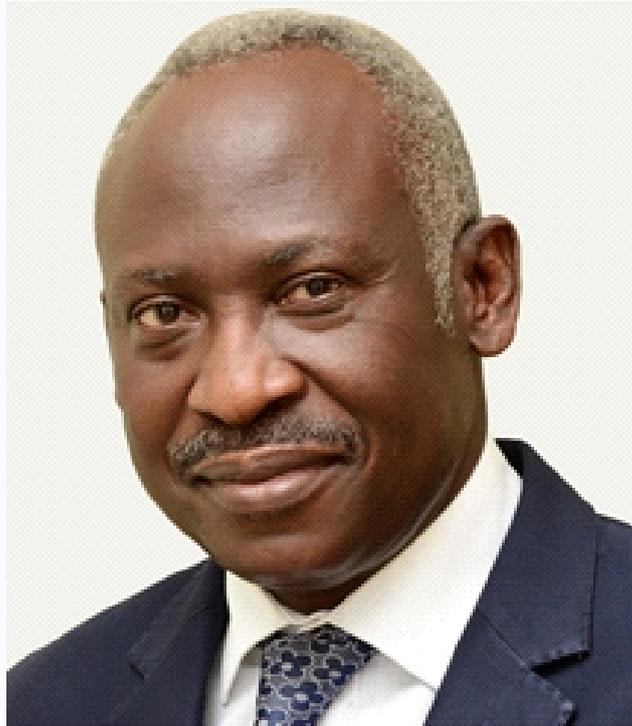
Representative of Individual Members

1. Dr. Finlay Sama Doh
2. Mrs. Gertrude Mpaka
3. Dr. Teferi Haile Michael
4. Mr. Abdou Meizar

Representatives of Corporate Members

1. Uganda Management Institute
2. Kenya School of Government
3. Lesotho Institute of Public Administration and Management
4. Ghana Institute of Management and Public Administration
5. University of Pretoria
6. National Institute of Public Administration- Djibouti
7. Tunis National School of Administration - Tunisia

## LETTER FROM THE Ag. PRESIDENT



AAPAM Ag. President Mr. John Nakabago

Dear Esteemed Reader, greetings to you from the AAPAM Executive Committee, Council and Secretariat. I'm more than glad to present to you our 91<sup>st</sup> newsletter edition. As it has been our tradition, this newsletter covers broadly all programs and activities done by AAPAM in the field of Public Administration in the continent and beyond as per our mandate.

Tanzania has been a very close ally of AAPAM. The association had an opportunity to attend and participate in the International Resource Day. The day was marked at Mt. Meru Conference Centre, in Arusha from 18<sup>th</sup> - 20<sup>th</sup> May 2022. The conference brought together all human resource and administration professionals across Tanzania and beyond to discuss and deliberate issues under the theme Shaping the New Future of Work.

In the same month, the association attended the global 9th Africities Summit Edition which was held in Kisumu Kenya. from 17<sup>th</sup> - 21<sup>st</sup> May 2022. This was the first time the event was being hosted in Kenya. AAPAM joined the host organization the United Cities and Local Governments of Africa's (UCLG-A), County government of Kisumu and the rest of the Continent

and the world at the historic summit under the theme The Role of Intermediary Cities of Africa in the implementation of Agenda 2030 of the United Nations and the African Union Agenda 2063.

As it has been the norm, Africa Public Service Day (APSD) is celebrated around the continent on 21<sup>st</sup> June. Public service day is celebrated in the continent as a way to recognize the benefits and achievements made in the African public service. AAPAM joined Kenya government at Kenyatta International Convention Center (KICC) Nairobi, Kenya to celebrate the day under the theme Celebrating Public Service Transformation: Ten Years Journey and Beyond.

Moreover, the International Association of Schools and Institutes of Administration (IASIA) held the 2022 IASIA conference from 25<sup>th</sup> - 29<sup>th</sup> July 2022 in Rabat, Morocco in collaboration with the United Cities and Local Governments of Africa (UCLGA) under the theme Implementing and Promoting Effective Governance Principles to Leave No One, No place Behind. AAPAM attended the conference and hosted a panel session focusing on Strengthening Ethics and Values for Effective Public Administration Management in Africa.

Transformational Leadership is one of the developing areas explored by the association in 2022. In this regard, AAPAM in collaboration with Kenya School of Government (KSG) held the 2<sup>nd</sup> Leadership seminar under the theme Leadership for Transforming Public Institutions in Africa from 6<sup>th</sup>- 8<sup>th</sup> September 2022 at the Kenya School of Government, Mombasa Campus. The seminar aimed to examine the leadership aspect as an integral element in transforming public institutions in Africa.

Recently, AAPAM cemented its place in the global arena by signing an MOU with the Chandler Institute of Governance (CIG) an organization based in Singapore. Both organizations made a commitment to improve national governance by promoting good practices and excellence in public administration. AAPAM will continue to foster development through national, regional and continental partnerships which are cardinal in pursuit for excellence in service delivery.

Similarly, we have continued to fortify our relationship with Africa Peer Review Mechanism (APRM). AAPAM joined APRM and United Nations Department of Economic and Social Affairs (UN DESA) at a regional

workshop on strengthening national capacities for the UN Decade of Action for Sustainable Development and AU Agenda 2063 is the third in a series jointly organized in support of building effective, accountable and inclusive institutions in Africa at all levels. The workshop was held from 27<sup>th</sup> to 29<sup>th</sup> October 2022 in Cape Town, South Africa.

Finally, I would like to invite all our members, partners and friends to join us at the historic 41<sup>st</sup> AAPAM Roundtable conference from 6<sup>th</sup> to 9<sup>th</sup> in Cape town South Africa. The roundtable will be under the theme Africa Renewal in the Era of Sustainable Development Shared Responsibility for Strengthening of Institutions. The conference is supported by the Department of Public Service and Administration (DPSA) South Africa. For more details, please visit [www.aapam.org](http://www.aapam.org).

Looking forward to seeing you all in Cape Town! Thank you.

Mr. John Nakabago  
**AAPAM Ag. President**

AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT (AAPAM)

ASSOCIATION AFRICAINE POUR L'ADMINISTRATION PUBLIQUE ET LE MANAGEMENT (AAPAM)

UNIVERSITY of the WESTERN CAPE

Republic of South Africa

**41<sup>ST</sup> ROUNDTABLE CONFERENCE OF THE AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT (AAPAM)**

**AFRICA'S RENEWAL IN THE ERA OF SUSTAINABLE DEVELOPMENT:**  
*Shared responsibility for strengthening institutions*

University of the Western Cape,  
Cape Town, South Africa

6<sup>th</sup> – 9<sup>th</sup> December 2022

## 9<sup>TH</sup> - AFRICITIES SUMMIT

By Julie Muia - Programs Officer



*H.E Uhuru Kenyatta- President of Kenya delivering the opening remarks at the 9<sup>th</sup> Africities Summit*

Africities is a Pan Africa summit that is convened by the United Cities and Local Governments of Africa's (UCLG-A), the summit brings together the leadership of cities, sub- national governments and their associations for engagement on the advancement of decentralization and local governance with the aim of improving the living standards of the citizens.

Africities summits have been held every three years since 1998 with the first meeting being held in Abijan, Ivory Coast. Other Cities to host the summit include Johannesburg-South Africa, Dakar-Senegal and Marrakech-Morocco. This year for the first time, the Summit was held in the intermediary city of Kisumu, Republic of Kenya, under the high patronage of the President of Kenya and the Governor of Kisumu County from 17th- 21st May 2022.

The 9th Africities summit focused on The Role of Intermediary Cities of Africa in the implementation of Agenda 2030 of the United Nations and the African Union Agenda 2063, and drew an impressive participation of 3,500 delegates from around the world and more than 2000 local authorities represented. In attendance was the President of the Republic of Kenya H.E. Uhuru Kenyatta, who formally launched the summit, other dignitaries including;

former president of Seychelles H.E. Danny Faure, African Union Commission Chairperson H.E. Faki Moussa, Executive Director of UNHCR Maimunah Mohd Sharif were also in attendance. In his opening address, the President of Kenya H.E. Uhuru Kenyatta noted that the rapid rate of urbanization in Africa had put a strain on the infrastructure and service delivery models applied in the burgeoning cities. Wit decentralization and devolved systems of governance, local governments, had the mandate and opportunity to strengthen service delivery as a strategy to spur



growth and development at the local level, he further tasked participants to examine the framework in which national governments support the mobilization of resources for effective service delivery in intermediary cities.

At the summit, AAPAM participated in the session on Challenges and Effective Innovative Approaches to Human Resource Management (HRM) Targeting African Local Governments. In her presentation, focusing on The Upgrading and Standardization of HRM in Local and Regional Public Administrations to Build Professional and Efficient Local Public Institutions Ms. Julie Muia, reiterated the need to support local governments with both infrastructure and capacity building to enhance efficiency in service delivery to the vast majority of citizens who live in intermediary cities and rural areas, adding that this bottom-up approach would further strengthen national governments. In her projection, the future of HR as a profession depends on its ability to acquire and assimilate advances in ICT, improve understanding of the implications of demographic trends in the workforce, paying attention to leadership and leadership development and putting greater emphasis on workforce capability and systems of knowledge management. The presentation made the following key recommendations:

- Research and evidence-based policies and knowledge sharing. Africa as a continent needs more scholars to write and publish articles in the area of HRM at the local level. Deliberate steps should be made to improve research leveraging universities and MDIs to create new knowledge and share this knowledge widely. As an organization AAPAM publishes original works in the African Journal of Public Administration and Management (AJPAM)

which features salient issues in public administration and management. Further, the cost of access to information should be subsidized so as to allow researchers access to information and allow them to build on the existing body of knowledge by identifying gaps. Practitioners should also have access to publications so as to continuously build their competency.

- Research must also be presented in a reader friendly manner, often policy makers and practitioners are tasked with heavy responsibilities which may not allow them the space to peruse through volumes of research and synthesize materials presented in reports and journals. Digital versions should be considered to present key findings and recommendations.
- Learning and unlearning- the HRM field has seen changes from the 1990s where the field was an administrative one to one now which is embedded in the strategic sustainable development agenda. Practitioners should be willing to adapt to the changing situations. e.g., the COVID-19 pandemic, economic challenges, ageing workforce, genZ.
- With decentralization/devolution, local governments have been empowered by the central governments in terms of revenue allocation to deliver services in Kenya for instance the fourth schedule under the Constitution details the devolved functions as health, transport, education\*, trade licensing... with the national government maintaining regulatory functions. It is therefore imperative that local governments continuously advance their competency through capacity building programmes.

## AAPAM PARTICIPATES AT THE INTERNATIONAL HUMAN RESOURCE DAY IN ARUSHA TANZANIA

*Clifford Ogutu: Assistant Programs Officer*



*Dr. Scott, AAPAM Secretary General (2nd from left) Handing over a gift to Honorable Haroun Ali Suleiman, State Minister, Constitution, Legal Affairs, Public Service, and Good Governance (Second from right)*

The African Association for Public Administration and Management (AAPAM) attended the International Human Resource Day which was held at Mount Meru Conference Centre, Arusha on 20<sup>th</sup> May 2022. The conference brought together over 400 delegates representing Human Resources and Administration Professionals across Tanzania to discuss and deliberate on cross-cutting issues under the theme of “Shaping the New Future of Work”.

The International Human Resources Day (IHRD) event was closely organized by the Association of Public Administrators Tanzania (APAT) and the Human Resource Society of Tanzania (HRSTA) in collaboration with the African HR Confederation (AHRC) and South Africa Association of Public Administration and Management (SAAPAM) to celebrate and recognize the profession of HR.

The forum registered the participation of Honorable Mr Haroun Ali Suleiman, State Minister, Constitution, Legal Affairs, Public Service, and Good Governance. The Minister acknowledged the role that AAPAM plays

in the continent of promoting best practices, excellence and professionalism in public administration and Management and encouraged the Association to continue with the good work it is doing in the continent.

AAPAM was represented in the event by Dr. George Scott, the Secretary General. In his remarks, he appreciated APAT for championing the image of Public Administration in Tanzania by advocating for improved service delivery. He also thanked the Government of the Republic of Tanzania for constantly supporting AAPAM over the years and he concluded by noting that AAPAM will continue to support the capacity of various public service sectors in the continent as well as strengthening their responsiveness to citizen's needs.

The theme of the event shaping the new future of work was dictated by the effects of covid19 pandemic and how it had disrupted the normal ways of doing work. It was noted that the pandemic has created profound and immediate changes to how societies

operate and how individuals interact and work. The forum noted that all over the world, there was a shift to remote work, mainly working from home, the dynamic reallocation of resources, and the acceleration of digitization and automation to meet changing individual and organizational needs. All these changes have necessitated need for new skills, attitudes, and behaviors among public officials at all levels. The demands placed on public servants, in terms of skills, knowledge and capacities, are rapidly increasing and becoming more complex.

During the event, participants were enlightened on the importance of Human Resources Professionals in every single organization. They are there to lead, guide, and support employees. It was discussed that HR should always act as a bridge between the employer and the employee and they should always be in touch with the employees needs and concerns. In his presentation, Dr Scott noted that in order to be prepared for new future, everyone must embrace innovation at the various workstations. He highlighted that The UN SDG 9 calls for innovation in order to improve livelihoods. For this reason, AAPAM though

its Innovation Management Awards (IMA) Program has continued to be at the forefront in recognizing and awarding best innovations in the continent. He emphasized that AAPAM strongly believes that there is an urgent need to put in place effective and innovative approaches to revolutionize Human Resource and improve the performance of Public Service.

The forum discussed that Civil servants need the ability, motivation and opportunities to contribute to innovation. Therefore, human resource management is an important lever for supporting public sector innovation by enabling managers and front-line staff to formulate ideas that result in new and improved ways to deliver public services. It was observed that there was need to have in place Human Resource Management (HRM) practices that can enhance capacity for innovation include incentive structures and awards; managerial and leadership approaches; organizational practices related to recruitment, training, mobility, and compensation of employees; and job design factors such as autonomy and ways of working at the workplace.



*Participants following proceedings of the day*

## AFRICA PUBLIC SERVICE DAY CELEBRATIONS

By Clifford Ogutu: Assistant Programs Officer



*Banner Promoting the African Public Service Day in Nairobi, Kenya*

Africa Public Service Day is an event rooted in the African Union calendar. It originates from the conference of African Ministers for Public or Civil Service held in Tangier, Morocco in 1994. It was agreed at this conference that 23 June should be celebrated annually as Africa Public Service Day to recognize the value and virtue of service to the community.

Its purpose is to discover innovations, reward excellence in the public sector, motivate public servants to further promote innovation, enhance professionalism in the public service, raise the image of public service, enhance trust in government, collect, document and share best practices for possible duplication within a country as well as across the African Continent at large.

The African Association for Public Administration and Management (AAPAM) joined the rest of the continent in celebrating the Africa Public service Day (APSD) celebrations. In Kenya, the event was held at the Kenyatta International Convention Center (KICC) from 21<sup>st</sup>-23<sup>rd</sup> June 2022 under the theme “Celebrating

Public Service Transformation: Ten Years Journey and Beyond.” The theme blended well with the Kenya government's efforts to improve on the administrative systems for economic growth and better service delivery to citizenry as envisioned in the Big 4 Agenda and Vision 2030. Public service is a fundamental component of democracy, but it remains undervalued. The day is celebrated in the continent to recognize the benefits and achievements that have been made in public Service transformation in Africa.

The Head of Kenya Public Service, Dr. Joseph Kinyua presided over the celebration of APSD. In his remarks, he commenced by stating that public service is all about taking the interest of others first. He noted that Public Service Commission is glad in joining other public servants in the continent to commemorate this historical day of celebrating public service. He noted that public servants play an integral role in delivering services to the citizens. He went ahead to acknowledge the government's effort in creating an inclusive environment for the youth who are important in the use of technology to enable

innovative public service delivery. “As we balance between a sophisticated young citizenry and limited resources, it is of fundamental importance that the public servant is innovative, prudent and resourceful to ensure we meet the expectations,” he remarked.

While recognizing the role of the youth in driving change, Kenya Public Service Cabinet Secretary, Prof. Margaret Kobia highlighted the need to focus on the youth in harnessing their skills for digital transformation in the delivery of services. “The government is implementing a robust Public Service Internship Programme that will equip interns with practical work experience to strengthen their capabilities for accessing employment. While they undertake this programme we should tap into their digital skills,” said Prof. Kobia.

The Africa Public Service Day brought together Ministries, Departments and Agencies (MDAs) and the County Government who showcased outstanding innovations that have transformed public service delivery in Kenya. AAPAM had the opportunity to showcase its products and services at the exhibition area that had been set aside for exhibitors to display their innovations and services. It was noted that Kenya had made huge strides over the 10 years in terms of transformation of the public service and that it needs to be more agile, adaptive and responsive.

APSD 2022 celebrations featured paper presentations, panels discussions, symposiums, exhibitions and offered an opportunity for public servants to obtain feedback from the citizens on services rendered. Additionally, performance management champions, ministries, public institutions and County Governments were recognized for their exemplary

performance and outstanding innovations that have transformed public service in the last 10 years in Kenya.

The presentations and deliberations made during the event cut across the following subthemes:

- Fostering Innovation to Deliver Inclusive and Equitable Services
- Strengthening Resilience in Nutrition and food security for a healthy Nation
- Environmental Conservation and Climate Change Initiatives
- Emerging Issues and the public service of the future
- Youth Potential for Digital Transformation
- Devolution, service delivery and citizens' livelihoods
- Future of Public Service Worker

Various private and public institutions were awarded for their cutting-edge innovations. Some of the innovations were centered around Business Process Re-engineering; Innovations for inclusive and Equitable Service Delivery; Public Service Digitization; and Environmental Conservation Climate Change Initiatives, Entrenching Performance Management: Success in Cascading Performance Contracting to mention but a few.

As the day came to an end numerous stakeholders echoed the need for public servants to practice accountability when it comes to service delivery and at the same time they should observe the values of integrity, ethical conduct, and high-performance culture. Finally, they should put people first because public service is all about bringing services to the people.



*Participants following proceedings during the opening ceremony at KICC, Nairobi*

## IASIA CONFERENCE 2022 - PROMOTING EFFECTIVE GOVERNANCE PRINCIPLES TO LEAVE NO ONE, NO PLACE BEHIND

By Julie Muia- Program Officer



The International Association of Schools and Institutes of Administration (IASIA), the United Cities and Local Governments (UCLG) Africa, and the African Local Governments Academy (ALGA) in partnership with the Faculté des Sciences Juridiques, Economiques et Sociales - Agdal of l'Université Mohammed V de Rabat. Implementing held the IASIA 2022 conference under the theme **Promoting Effective Governance Principles to Leave No One, No Place Behind** in Rabat, Morocco from 25<sup>th</sup>- 29<sup>th</sup> July 2022. The conference brought together stakeholders including practitioners, academics, PhD students and young researchers in public administration and management, as well as contributors from other disciplines to examine the 11 Principles on Effective Governance designed by UN-CEPA and adopted by ECOSOC for sustainable development with the aim of examining papers and ideas based on empirical research, theoretical considerations and case studies on effective implementation of the principles.

AAPAM organized a hybrid panel at the IASIA conference highlighting the principle of accountability under Track II on Ethics and Culture in the Public Sector, the theme of the plenary was Strengthening Ethics and Values for Effective PAM in Africa. The plenary session, chaired by Ag. President Mr. John Nakabago was facilitated by 5 experts drawn from the continent. In their discussions, participants noted the importance of an ethical public administration in Africa highlighting how the COVID-19 pandemic had revealed the rampant misuse of public resources resulting in catastrophic outcomes for citizens who relied on key government services. Delegates agreed that ethics in service delivery enhances accountability. The session further underscored the need to develop the capacity of public servants to address their ever-evolving responsibilities. Key areas recommended made include: accelerated implementation of the CEPA principles of Good Governance; capacity building of public administrators with the aim of

modernizing and enhancing professionalism and effective uptake of technology as a tool to combat corruption, ensure transparency of government processes and efficiency.

AAPAM similarly participated in the panel focusing on Public Administration in Conflict-Affected States in his presentation the Secretary General Dr. Scott, noted that in many countries conflict was as a result of poor governance. Institutions which were unable or unwilling to respond to citizen needs due to corruption, capacity and resource shortages, as well as the absence of accountability mechanisms were identified to contribute to unrest and violence. To remedy this situation, he recommended good governance characterized by fair inclusive power structures, effective and legitimate institutions, low levels of corruption, inclusive political settlements, and equitable and efficient provision of public services. These he opined were critical catalysts for creating an enabling environment for peace.

Dr. Scott made a clarion call to governments to renew their commitment towards strengthening the public service, adding that a strong public service would contribute to effective delivery of public services, citizen's confidence in government and ensure economic stability.

**Promoting Effective Governance Principles to Leave No One, No Place Behind**

## SEMINAR ON LEADERSHIP FOR TRANSFORMING PUBLIC INSTITUTIONS IN AFRICA

*Clifford Ogutu: Assistant Programs Officer*



*Guests of Honor and Delegates during the official opening ceremony*

The African Association for Public Administration and Management (AAPAM) in Partnership with the Kenya School of Government organized a Leadership Seminar that was hosted by the Kenya School of Government, at its Mombasa Campus, on 6<sup>th</sup> – 9<sup>th</sup> September 2022. The Leadership Seminar was held under the theme: “Leadership for Transforming Public Institutions in Africa.” Seventy-two (72) participants from nine (9) African countries attended the three days Leadership Seminar. The seminar brought together various high caliber dignitaries like University Vice- Chancellors to senior government officials across the continent.

The Leadership Seminar was officially declared open by Dr. Prisca Oluoch, the Director for Linkages & Collaborations at the Kenya School of Government (KSG) on behalf of Prof. Ludeki Chweya, the Director General of the Kenya School of Government. In her opening remarks, she noted that following the successful conclusion of the election process and the peace that prevailed in Kenya, the country had strongly illustrated that it was a beacon of democracy within the region and a good case study for the leadership seminar. She further welcomed all to KSG and Mombasa in General.

Dr. George Scott, AAPAM Secretary General also gave his remarks. He stated that public sector is a

benchmark in transforming leadership in the rest of the economy given its critical role in the development process. As such, the public sector reform process is crucial in improving public service delivery while cultivating leadership in the sector. He added that transformative leadership is critical in achieving the transformation agenda since it identifies an efficient, motivated and well-trained public service that is critical, and seeks to intensify efforts towards opinion change in public service where values, transparency, and accountability to citizens of Africa are upheld and enforced.

### **Seminar Sessions**

The seminar tackled in detail the following subthemes

- Strong institutions envisioned by agenda 2063 and SDG's
- Resilient of public institutions to build back better
- Strong men and strong institutions
- Transformative leadership for effective public institutions in Africa presented
- Pervading challenges in public institutions
- Inclusive leadership: role of women, youth and people with special needs in transforming institutions.
- Role of technology in enhancing accountability and effectiveness in public institutions.

- Corruption as a deterrent to institutional capacity.

### Deliberations and Recommendations

The delegates benefited from the great interactive sessions conducted by a blend of local and international facilitators. In dissecting and synthesizing the seminar sub-themes, the participants made a number of observations and recommendations. It was agreed that Strong institutions cannot exist in the absence of strong leadership. Strong institutions should be characterized by; citizen orientation, service delivery, survivability and sustainability. Therefore, a strong resource base must be present in building a resilient institution.

Regarding leadership, the seminar observed that an ideal leader is one who exhibits courage, one with a clear personal vision, appreciates own prejudices, is considerate and leads in the same way he expects to be led. Participants were challenged to be better leaders at their various workstations.

At the seminar, young professionals were not left behind. There was a committed to supporting young professionals within AAPAM's Young Professionals Network (YPN) platform through mentorship and coaching in order to help them grow and learn from seasoned Civil servants. It was also agreed that African governments to work harder in accelerating economic growth in order to create employment opportunities for young people.

### Book Launch



*Dr. George Scott and Prof. Ukertor Moti During the Book Launch*

During the seminar, a book on Transformed Leadership for Sustainable Development in Africa: Managing Resources for Attainment of Agenda 2063 was launched. AAPAM's Chief Editor, Professor Gabriel Ukertor Moti from University of Abuja was present.

The book is a result of the presentations made during the roundtable conference in El Jabidah Morocco. The publication is rich with content that focus on transformation of public administration and management within the context of implementing the African Union agenda 2063 and the global sustainable development goals. Delegates had an opportunity to get the books at subsidized fee.

### MoU Signing



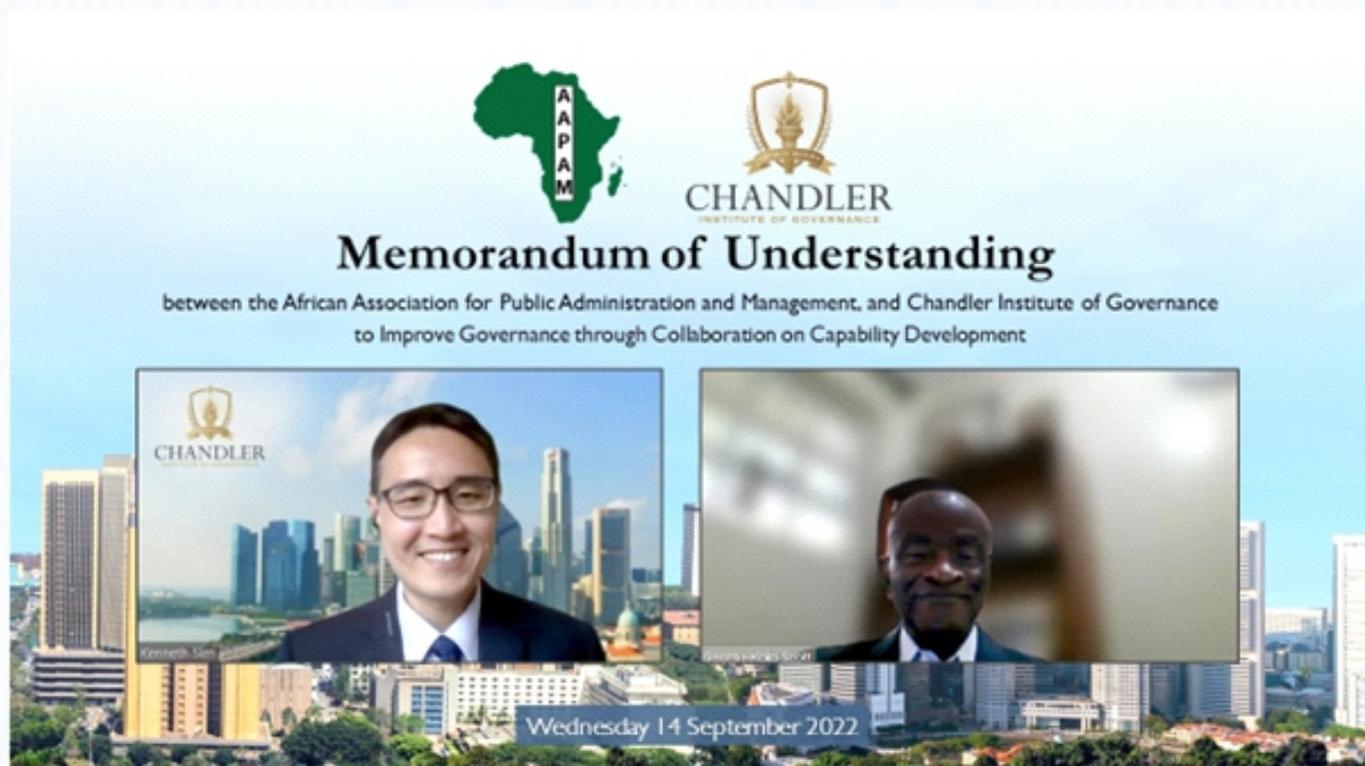
*Dr. George Scott, AAPAM Secretary General and Ms. Caren Wakoli, Founder EFL during the signing ceremony*

At the sidelines of the seminar, AAPAM and Emerging Leaders Foundation (EFL) were able to sign a Memorandum of Understanding (MoU). Through the MoU, the likeminded organizations seek to collaborate together in the area of Leadership, mentorship, Good Governance and sharing knowledge so as to improve the capacity of Public Service in Africa. The partnership between APAM and EFL comes at a very significant time when the public sector across the continent is facing a number of challenges.

The Emerging Leaders Foundation Africa (ELF-Africa) seeks to empower, support and accompany young women and men to achieve meaningful, dignified and impactful participation in governance, economy and public affairs at all levels of society. It is anchored on foundational values-based approach to leadership as service. ELF's vision is pursued through three program pillars namely the Governance & Civic Engagement, Economic Empowerment, Livelihoods & Opportunity.

Prof. Ludeki Chweya KSG Director General in his closing remarks thanks all the delegates for attending and actively participating in the seminar. He mentioned that AAPAM and KSG will continue to collaborate together in areas of mutual interest. Speaking on behalf of AAPAM, Dr. Scott appreciated the delegates and invited them all to the 41<sup>st</sup> AAPAM roundtable in Cape town, South Africa.

## AAPAM AND CIG SIGN MOU TO IMPROVE GOVERNANCE THROUGH COLLABORATION ON CAPABILITY DEVELOPMENT



The Chandler Institute of Governance (CIG) and the African Association for Public Administration and Management (AAPAM) entered into a Memorandum of Understanding (MOU) on 14<sup>th</sup> September 2022, establishing a partnership between the two organisations that share a commitment to improve national governance by promoting good practices and excellence in public administration.

Through the MOU, both organisations commit to continuous sharing of expertise, knowledge and information, with a view to deepening and broadening

collaboration in the areas of training, research and knowledge exchange. In particular, both organisations envision a close partnership in the design and delivery of public sector capability development programmes and cross-sharing of experts and best practices to improve governance in Africa and around the world.

The MOU was signed by Dr. George K. Scott, Secretary General, AAPAM; and Mr. Kenneth Sim, Dean, Chandler Academy of Governance and Deputy Executive Director, CIG.

### **Dr. George K. Scott**

#### ***Secretary General, African Association for Public Administration and Management (AAPAM)***

“On behalf of the AAPAM executive committee, council and secretariat, I am honoured to witness this momentous collaboration with the Chandler Institute of Governance. Through this MOU, AAPAM reaffirms its commitment to building the capacity of public servants in the continent by equipping them with skills and competencies to address the evolving needs of the citizens. The AAPAM fraternity will stand to benefit from the joint programmes focusing on research, capacity building, exchange programmes and numerous opportunities which this MOU underscores. We look forward to a fruitful collaboration.”

**Mr. Kenneth Sim**

*Dean, Chandler Academy of Governance, and Deputy Executive Director, Chandler Institute of Governance*

Mr. Kenneth Sim, Dean, Chandler Academy of Governance and Deputy Executive Director, CIG, expressed CIG's strong support for the partnership between both organisations:



“We are honoured to establish an institutional partnership with AAPAM, which has been a leader in strengthening the management and administrative capabilities of African public administration for over five decades. We look forward to a closer collaboration to jointly deliver training programmes, exchange best practices and lessons learned to improve national governance in Africa and around the world”.

In actualizing the MOU, AAPAM and CIG plan to deliver a fellowship programme under the title **Strong Nations for Africa**. The fellowship programme reflects a shared vision and joint commitment of both organisations to support African public sector leaders as they build strong nations, on the foundation of good governance, for the next generation.

The fellowship is tailored for mid-career public service leaders, with the aim of nurturing a community of African public sector leaders who are committed to improving the quality of national governance in their

countries, and to provide a platform for propagating good practices and practical tools, drawn from within Africa and around the world.

Through this programme, participants will be introduced to important themes that are anchored on what it means to build strong nations. The 4-month long programme will be delivered through two residential segments – one held in Kenya and the other in Singapore - with some online training in between. A call for applications will be shared on the AAPAM and CIG websites.

### About the Chandler Institute of Governance (CIG)



**CHANDLER**  
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The Chandler Institute of Governance (CIG) is an international non-profit organisation, headquartered in Singapore. Within Africa, CIG has worked with governments in Kenya, Rwanda, and Zambia. CIG is not affiliated with any national government or political party and does not represent any partisan or commercial interests.

CIG is a partner to government leaders, enabling them to build strong nations for the next generation. CIG supports them to build capabilities, through training programmes, projects, knowledge creation and counsel.

For more news and information, visit <https://www.chandlerinstitute.org> or follow CIG on Facebook, Twitter and LinkedIn @ChandlerINST

## PUBLIC LECTURE ON PUBLIC DEBT IN KENYA UNDER COVID-19 SHOCKS

*By Clifford Ogutu: Assistant Programs Officer*



Dr. Rose Ngugi, Executive Director Kenya Institute for Public Policy Research and Analysis (KIPPRA).

The African Association for Public Administration and Management (AAPAM) in partnership with Kenyatta University (KU) Department of Public Policy and Administration, held a public Lecture on 14<sup>th</sup> October 2022 on Public Debt in Kenya under COVID-19 shocks. This was the second time AAPAM, and the Department of Public Policy were hosting a public lecture jointly. The first one was held in 2019 under the theme Election Dilemma in Africa.

The public lecture took a hybrid format with around 200 students from KU attending the lecture physically while over 100 international and local participants attended the public lecture virtually.

The Key speaker for the lecture was Dr. Rose Ngugi, Executive Director Kenya Institute for Public Policy Research and Analysis (KIPPRA). She was supported by Dr. Antony Mveyange, Executive Director, Partnership for African Social & Governance Research (PASGR), Dr. Abraham Rugo, International Budget Organisation (IBO) and Mr. Patrick Gachagua, Senior Lecturer, Kenya School of Government (KSG).

The lecture was officially opened by Prof. Caroline Thoruwa, Ag. Deputy Vice Chancellor of KU. She commenced by welcoming all to the University. Prof Thoruwa acknowledged that the theme fit well within the current public debate in Kenya and Africa in general. She added that the Covid19 pandemic took world economies to a recession due to disruption of cash flow. She added that the lecture would enable participants to understand debt and discuss solutions to runaway debt.

In his remarks, Dr. George Scott, AAPAM Secretary General stated that AAPAM builds the capacity of public servants in Africa and more so potential public servants such as students. He mentioned that AAPAM will continue to partner with institutions of higher learning in order to build the capacity of the students. He added that the issue of debt is a continental issue. He urged all to listen and gain from the forum.

Dr. Ngugi commenced by posing a question on “How does public debt accumulate?” It was noted that debt is caused by budget deficits especially during exogenous shocks such as COVID-19.

She noted that government collects expenditure mainly through taxation. She reviewed debt payments trends and noted that they have increased over time due to an increased debt servicing. However, she stated that Debt sustainability is a key issue in avoiding debt risk. The discourse asked the question; “Can we do without debt?” It was appreciated that Government needs to invest in order to spur economic growth and improve social welfare. The debate of public debt implies that we should balance growth and development in order to move to a middle-income country.

### Discussions and Observations

The lecture recognized that public debt is contained by employing good governance, rule of law, fiscal discipline and checks and balances. The lecture added that it is not sustainable to keep borrowing as it creates debt dependent economies.

Secondly, the lecture learnt that the benefits and burdens of public debt shall be shared between present and future generations. Kenya is a labor-intensive society and therefore citizens have to be put to work to improve consumerism. The lecture agreed that Government should prioritize; sourcing local goods, Increasing export competitiveness and Imports substitution.

Thirdly, it was emphasized that the rule of law and fiscal discipline are very important in ensuring good governance. If citizenry does not see the results of taxation, then some of them may be forced not to comply which is another overarching psychological impact on citizens. The panel emphasized on the need for societal pride in honoring social contracts.

Following a successful completion, the forum was closed by Prof. Caroline Thoruwa, as invited guests and participants networked over refreshments.



Dr. Antony Mveyange (PASGR), Prof David Minja (KU) Dr. Richard Wafula (KU) Dr. George Scott (AAPAM), Dr. Rose Ngugi (KIPPR), Prof. Caroline Thoruwa, (KU) Mr. Patrick Gachagua (KSG) and Dr. Abraham Rugo (IBP)



From L-R Dr. Tom Wanyama Director KSG, Mr. Simeon Angote Senior Principal Lecturer, Dr. Prisca Oluoch Director I Linkages, Collaborations & Partnerships KSG and Dr. George Scott AAPAM SG.



Hon. Haroun Ali Suleiman, State Minister constitution, Legal Affairs, Public Service, and Good Governance along with Dr. George Scott.



Delegates posing for a picture during the Leadership seminar under the theme Leadership for Transforming Public Institutions in Africa.



Books on display during the book launch ceremony

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## AAPAM PROGRAMMES 2023

Programme	Tentative Date	Venue/ Country	Partnering Institution	Target Group
World Government Summit programme	13 <sup>th</sup> -15 <sup>th</sup> February	Dubai, United Arab Emirates	World Government Summit	Invited participants
Strengthening Values and Principles of Public Administration for the Attainment of Agenda 2063 and SDGs	21 <sup>st</sup> - 23 <sup>rd</sup> February	Uganda Management Institute (UMI), Kampala Uganda	UMI	All
Mainstreaming Innovations in the Public Sector	March	TBD	TBD	All
40 <sup>th</sup> Conference of the National Forum for Black Public Administrators (NFBPA)	April	USA	National Forum for Black Public Administrators (NFBPA)	Invited
Winelands Conference	April	South Africa	Stellenbosch University	All
Strong Nations for Africa Fellowship Programme	May	Kenya and Singapore	Chandler Institute of Governance (CIG)	Selected participants
Trainer of Trainer (T.O.T) Programme	TBD	Palestine	Palestine National School of Administration (PNSA)	Selected participants
Local Governance Training	May	Comoros	Comorian Institute for Training of Elected Officials	Municipal officials
Revenue Management Webinar	June	Webinar	CEMPAD	All
Africa Public Service Day	23 <sup>rd</sup> June	Zimbabwe	AU	All
Digital Transformation in Government	July	TBD	State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan (SAPSSI)	All
Anti-corruption programme	August	South Africa	Stellenbosch University	
Public Lecture	August	TBD	TBD	Students
African Regional Leadership Programme	September	Kenya School of Government Mombasa Kenya	TBD	All
42 <sup>nd</sup> Roundtable Conference	December	TBD	TBD	All

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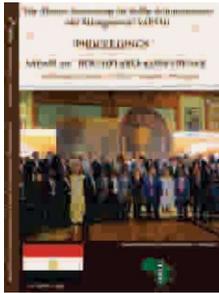


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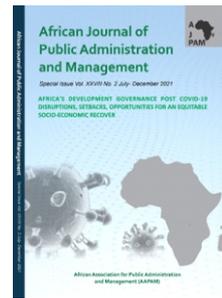
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40<sup>th</sup> Roundtable Conference Report



African Journal Of Public Administration and Management (AJPAM) Vol XXIX July - December 2022



African Journal Of Public Administration and Management (AJPAM)/SAPA Special Edited Issue Vol XXVIII No. 2 June - December 2021



Transformed Leadership for Sustainable Development in Africa: Managing Resources for Attainment of Agenda 2063



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